

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	
<b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Executive Officer, DD/A	3/6	[Signature]
2	Associate DD/A	8 MAR 1978	[Signature]
3	Deputy Director for Administration	9 MAR 1978	[Signature]
4	SA/DCI		
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
9 MAR 1978			
<b>Remarks:</b> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">             Executive Registry              78-360/1           </div> <div style="border: 1px solid black; padding: 5px; text-align: center;">             DD/A Registry              78-0342/1           </div> </div> <p>These new drafts (Tabs B, C, and E) reflect changes which you have requested. Since this package has already been through the DDA Registry and the Executive Registry, we did not feel the covering memo should be redone. Presume it can be put back into the system.</p> <p>The tabs are keyed to items in reference.</p> <p>Items a and d are subject of separate memos. Item h will be handled by Ex Sec'y.</p>			
<b>FOLD HERE TO RETURN TO SENDER</b>			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Acting Director of Personnel			6 Mar 78
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	

FORM NO. 1-67

237

Use previous editions

(40)

ROUTING AND RECORD SHEET

78-0342

SUBJECT: (Optional)

FROM:

Acting Director of Personnel  
5E58 Headquarters

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Acting Deputy Director  
for Administration  
7D 18 Headquarters

7 FEB 1978

To 5:

2.

3. Acting Deputy Director  
of Central Intelligence  
7E 12 Headquarters

As you will note from the DDA routing slip I have left attached, certain items in your memo of 22 November are being handled separately.

4.

5. Special Assistant to the  
DCI

As it pertains to item A, we have forwarded to the Director this date, i.e., 9 March, what I consider to be an extremely impressive study on the matter of the day care center.

6. 7E 12 Headquarters

7.

8.

9.

10.

11.

12.

13.

14.

15.

John F. Blake

Att:

DDA 78-0342

Distribution:

Orig - SA/DCI

1 - DDA

DD/A Registry

342

Executive Registry

78-360

25 JAN 1978

STAT

MEMORANDUM FOR:

[Redacted] Special Assistant to the DCI

VIA : Acting Deputy Director for Administration

STAT

FROM

:

[Redacted] Acting Director of Personnel

SUBJECT : Secretarial-Clerical Concerns

REFERENCE : Your memo for A/DDA dtd 22 Nov 77, same subject

1. In accordance with your request, we are forwarding our responses to several of the items raised by a representative group of secretarial-clerical employees in their meeting with the Director in October 1977.

2. The items included in this response concern the subjects of: Vacancy Notices, Training, Operational Support Assistants, Contract Wives and Secretarial-Clerical Career Service. The remaining subjects are undergoing further study and will be forwarded as soon as they are completed.

STAT

Att.



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ITEM B:

Secretarial-Clerical Career Service. The Director has received additional comments on this topic from a group of Agency women with whom he met recently. Support appears to be mixed, but would such a career service ensure more evenhanded treatment of all employees in this category and promote inter-Directorate transfers contributing to better utilization of personnel?

RESPONSE:

The establishment of formal Career Service, i.e. Directorates, and Career Sub-group, i.e. components within the Directorates, secretarial and clerical panels is an important step toward improving the effectiveness of career development and management of a significant and essential element of the Agency's work force. The Director has raised this topic directly with the Director of Personnel, who has prepared an action paper in response.

On the basis of consideration of the several occupational specialities within the secretarial/clerical area and the particular needs of employees within these groups, it would appear that the career management of the senior secretarial group (GS-08 and above) can best be administered by centralization at the Career Service level. In those Career Services which have established Career Sub-groups (i.e., office level) the career management of secretaries GS-07 and below and all other categories of clericals regardless of grade can more effectively be handled at the Career Sub-group level.

The guidelines relative to establishing such panels will include a uniform policy statement that would limit senior executive offices to a choice of secretaries at the grade or not more than one grade level below that of the position to be filled.

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ITEM C:

Vacancy Notices. Several of the groups meeting with the Director have complained about the ineffectiveness of the vacancy notice system. Many individuals said they had never seen such a notice. The Director would appreciate a summary of how the system is supposed to work, as well as suggestions on its improvement. Would a mandatory distribution of vacancy notices be practical and ensure that all employees have the opportunity to see such information?

RESPONSE:

The Vacancy Notice system is an Agency-wide program available to all components that elect, within the guidelines provided by their Directorate, to advertise vacancies. The components establish the deadline date for applications, usually two weeks from the publication date, but they may be longer or "open". All Notices are submitted to the Staff Personnel Division, Office of Personnel, for review, reproduction and distribution, usually within 24 hours of their receipt, to approximately 75 mailing points in the Agency.

Employees interested in the vacancies advertised submit their applications, through command channels established by their component, to the Staff Personnel Division for professional/technical notices or directly to the advertiser for clerical notices. Advertisers deal directly with the applicants' components to arrange interviews if desired, testing, etc., and release dates for those selected. Employees not selected are notified in writing by the component or Staff Personnel Division.

Components either circulate the Vacancy Notices or post them in central locations. Many do both. In addition, the Support Office for each component maintains a formal file of Vacancy Notices and additional copies of the file are maintained in the main Library and OP/SPD offices in Ames Building. There is also a summary list of all Vacancy Notices posted monthly on the official bulletin boards in seven Agency buildings. The locations of the formal files are normally noted on the Vacancy Notices and on the monthly summary.

Numerous suggestions concerning wider circulation, including "mandatory distribution", (e.g. monitor that every employee sees a copy) have been considered but found to be too costly either in time or equipment to warrant their adoption. The positions

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advertised generally apply to a relatively small portion of the Agency population: approximately 63% are for clerical positions, with about 45% of these for positions GS-06 and below. Thus, most of the notices would be of interest to approximately 15% to 25% of the Agency. The almost 2000 responses during 1977 from employees applying for the positions advertised attests to the breadth of the distribution of the Notices. It is possible this number could be increased if the deadline period were lengthened and consideration will be given to this change. Senior management endorsement of the system would also help to insure prompt circulation and/or posting of notices within components.

The Vacancy Notice system is under constant review and analysis to insure it is serving the purpose for which it was designed and to make it responsive to the needs of the employee and of the Agency. As it is now structured, we believe the procedures provide a system which works well within the decentralized authorities of the Directorates, the size of the Agency, the numerous different physical locations of the employees and the levels of the positions advertised.

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ITEM E:

Training. The secretarial-clerical group strongly supported improved training for new employees. What training is now given to new secretarial-clerical employees? What are the pros and cons on the type of training proposed in the attached agenda paper?

RESPONSE:

There are a number of Courses of Instruction, designed specifically for the secretarial-clerical corps of the Agency which are also available to newly hired secretaries and clerks. These include "Administrative Procedures", "Employee Development Course for Office Workers", "Secretarial Administration Course", "Office Management Seminar", and "Orientation for New Employees".

The recommendations made in the group's paper and the concerns raised regarding basic office-related training are understandable. New employees entering into the environment of the Agency are usually faced with some form of cultural shock and require training and instruction about the organization, the manner in which it operates, and information about what is expected of them.

For a number of years this type of training was provided the new employee during the first week on board. This formal training proved to be "lost" on many employees since they had little or no experience in which to relate it.

Surveys taken by the Office of Training revealed that the majority of secretarial and clerical employees felt strongly that formal training should follow one to two months on the job. The "Orientation for New Employees" course was designed in part to meet that perceived need.

It is felt that "on the job" training is the most desirable way for new secretarial and clerical employees to be indoctrinated into the Agency. This training should be provided by knowledgeable Branch or Staff senior secretaries who are thoroughly familiar with general office practices, correspondence procedures and related office matters of the component of initial assignment.

We fully support the recommendation that the Director include in his "Notes from the Director" encouragement to agency managers to enroll their secretarial and clerical personnel in appropriate Agency courses noted in the first paragraph above.

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ITEM F:

Operational Support Assistants. How recently have these positions been classified? Are they at a level commensurate with the duties and responsibilities required?

RESPONSE:

All of the Operational Support Assistant positions have been reviewed within the past five years. Since we do not normally review an occupational group separately from an organizational review, these positions were studied as part of the overall DDO surveys.

Such positions range in grades from GS-07 to GS-09--the grades taking into account the overall responsibilities assumed by the incumbents. Positions with duties and responsibilities warranting grades in the GS-10 and above range would be titled other than Operational Support Assistant and would be filled by qualified professional officers.

The result of our surveys of Operational Support Assistant positions is that the existing level appears proper, that is, 37 GS-07's, 32 GS-08's, and 20 GS-09's.

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